



PROPOSAL TO PROVIDE BUSINESS IMPROVEMENT DISTRICT SECURITY SERVICES

Submitted to:

HOLLYWOOD MEDIA DISTRICT

Date: February 23, 2017

STATEMENT OF CONFIDENTIALITY

The enclosed proposal is submitted for review to the addressed recipient and the recipient's designated review board in connection with a request for proposal for security services. Unless otherwise stated, enclosed information and attachments submitted are confidential and considered trade secret. This information is not to be shared or disseminated to parties other than the intended audience.



ABOUT THE COMPANY

Andrews International, Inc. headquartered in Los Angeles, California, is a full service provider of security and risk mitigation services with operations throughout the United States and internationally. The company offers uniformed security, consulting and investigative services, personal protection, special event security, training, alarm monitoring and response, and disaster emergency response services. Andrews International is an affiliate of U.S. Security Associates, one of America's largest contract security services firms.



February 23, 2017

Carol Cassella
Hollywood Media District, Business Improvement District
1040 N Las Palmas Ave, Bldg 25
Los Angeles, CA 90038

Dear Carol:

Thank you for this opportunity to provide a security services proposal for the Hollywood Media District, Business Improvement District.

With many security companies in the marketplace, what distinguishes Andrews International (AI)/U.S. Security Associates (USA) is:

- Decades of security operations expertise local to Hollywood
- Our Security Program Management commitment and focus on security operations
- Employee training and development through our award-winning training
- The integration of our proprietary P3 Mobile and Portal technology to ensure our core service delivery effectiveness and real-time visibility
- Added value of the extensive resources available from a company of our breadth

We welcome your questions and look forward to discussing our offer. This proposal is valid for 90 days and our bid is contingent upon our ability to negotiate the contract. Thank you for considering Andrews International (AI)/U.S. Security Associates (USA).

Respectfully submitted,

Sharon Asadoor

Sharon Asadoor
Regional Business Development Manager
Andrews International (AI)/U.S. Security Associates (USA)

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ANDREWS INTERNATIONAL DIFFERENTIATORS

Andrews International (AI), is uniquely prepared to perform security services at the Hollywood Media District Business Improvement District (HMD BID). Our decades and deep knowledge of delivering high quality security services to Hollywood area clients is a key element of our success and proposal.

Below is snapshot of the key differentiators of our proposed security services offering. The first column provides the key security program elements, the second column contains our proposed security program approach and, finally, the third column contains the benefits to HMD BID.



SECURITY PROGRAM KEY DIFFERENCES		
PROGRAM ELEMENT	SECURITY PROGRAM APPROACH	U.S. SECURITY PROGRAM BENEFITS TO HMD BID
Account Management and Oversight	James Bunch, Branch Manager will oversee the project at a branch level	Ensured Quality and Performance
Post Coverage and Additional/Temporary Services	Robust Staffing Plan and Local Pool of 500+ Trained and Qualified Officers	Complete Post Coverage and Coverage for your Ad-Hoc and Emergency Needs
Tour Technology and Program Visibility	Powerful Proprietary and Fully-customizable P3 Technology	24/7 Communications GPS Geo-tracking Real-time Tour Monitoring, Visibility, and Reporting
Recruitment and Retention	Competitive Wage Rate Based on Metropolitan Statistical Analysis, Proprietary Past Positive® Technology, Dedicated Recruiting Staff, Branch Management Oversight	Best-in-class Security Personnel Ensure Fully Vetted and Trained Personnel
Training	Customized Site- and Post-Specific On-the-Job Training	More Responsive and Higher Quality Security Force
Retention	Employee Incentive and Recognition Programs	Motivated and Engaged Workforce
Local Company, Presence and Knowledge	AI/USA has unequalled experience and long standing customer relationships in the Hollywood Area as well as Media & Entertainment Industry	Proactive Security Management and Operations; and Knowledge of Local Labor Pools and Environment

BUSINESS IMPROVEMENT DISTRICT (BID) EXPERIENCE

Andrews International has operated a successful model of a public-private partnership focused on community safety and quality of life solutions since 2007. Under this model, we deploy BID security officers in a **program that emphasizes problem-solving, bridge-building and social responsibility.**

Due to time and budget constraints, local police officers primarily provide reactive enforcement. Our security officers have the opportunity and resources to proactively solve problems and reduce the need for enforcement in the first place.

Our BID officers provide problem resolution through community outreach and engagement with citizens, public agencies, social services groups, local businesses, and other stakeholders. As an example, in Southern California, our BID security team maintains strong relationships with the city police, county sheriff, City Council offices, Chamber of Commerce, Health Department, City Attorney's Office, and a multitude of social services agencies. Our officers also make hundreds of positive community contacts each week.



Andrews International BID security officers are hired from the local area and are personally invested in the communities they serve. Our BID officers in Southern California receive many hours of formal training each year. Over the contract term, these officers have made more than 10,000 private persons' arrests, but they have provided many more solutions to quality of life issues.

Through visible security presence, a culture of respect, and success connecting people with solutions and resources, **our BID officers are an effective agent of change.** In Hollywood, successful reduction of crime in the area policed by BID officers has been recognized in a RAND report and has continued throughout the contract period, with arrests declining by more than 40%.

An investment in BID officers is an investment in the community. Local police can focus their resources on critical crime issues, while **our officers provide professional solutions to improve community safety, security, and quality of life.**

ORGANIZATION AND MANAGEMENT

ABOUT ANDREWS INTERNATIONAL (AI)/U.S. SECURITY ASSOCIATES (USA)

U.S. Security Associates (USA) was founded in 1993 by Charles R. Schneider, a former naval officer and graduate of Penn State and Harvard Business School. AI/USA entered the market with the acquisition of Advance Security Engineering, a company with a rich history dating back to 1955 and strong client base that served as USA's original platform for growth.

Andrews International (AI) has **27 years of history in the security services business**. Randy Andrews founded the company in Los Angeles in 1988, after a successful law enforcement career with a highly-specialized unit of the LAPD. He had a vision, inspired by his own background, of building a security company that could deliver officers with advanced skills to perform to unique specifications. Initially, he focused on the Hollywood studio niche, with a business model featuring rigorously selected officers, empowered local managers, and custom-crafted security programs.

AI/USA now employs **leading-edge security management technology** for everything from employee selection and development to payroll and field accountability.

With approximately \$1.3 billion in 2014 revenue, AI/USA is now one of the largest security companies in the industry. The company and its affiliates operate through 160 domestic offices, international offices in Canada, Puerto Rico, Central America, and South America, with multiple 24/7 command centers in the U.S. and Mexico. We provide security solutions for thousands of clients in the United States and around the world, and our client retention rate is over 94%.

AI/USA has been **recognized three times as one of the world's best training and development companies** by the Association for Talent Development (formerly the American Society for Training and Development). Every year since 2007, we have been named a Top 100 Training Company by *Training* magazine. We have also been ranked among *Chief Learning Officer* magazine's Gold LearningElite.

We have been selected as a **World Class Customer Service honoree** by Smart Business Network. We have won the **Best in Rewards and Recognition Bronze Award** and the **Best Talent Acquisition Process Bronze Award** in the Brandon Hall Group Excellence Awards Program. We also consistently rank among the *G.I. Jobs*® **Military Friendly**® Employers and recently joined the *G.I. Jobs*® list of **Top 50 Military Friendly**® Spouse Employers. According to *U.S. Veterans Magazine*, we are among the **Best of the Best Top Veteran Friendly Companies**. We have also been listed as one of the **CivilianJobs.com Most Valuable Employers**.

FAST FACTS

One of the largest security companies in the industry

50+ years operating experience

5,300+ clients

50,000+ employees

160+ offices

Experience in 100+ countries

OUR MISSION

- Keeping people, property, and information **SAFE**, with best practices that optimize operational efficiency and cost effectiveness, while successfully protecting our client's brands and reputation.
- Delivering on every commitment made to our clients, fellow employees and the communities where we work in order to systematically reduce risk and provide a **SECURE** environment.

Our strategic focus on security services in Southern California optimizes our capacity to support our rapidly developing base of clients and operations with effective infrastructure, superior processes and comprehensive solutions. As we grow, we are determined to continue delivering each client the best of **small company customer service and big business added value**, including:

- Single source comprehensive security and risk management services
- Diverse internal expertise
- Competitive hiring strength
- AI/USA Security Academy and custom training capability
- Leading-edge technology network and apps
- In-house technology development
- Emergency response resources
- Expansive National and International footprint
- National accounts program
- Worldwide network of security and law enforcement contacts
- Financial stability



ORGANIZATIONAL INFRASTRUCTURE | HMD BID SECURITY MANAGEMENT TEAM

EXECUTIVE LEADERSHIP

Your locations to be covered under this proposal fall within USA's West Region. As President of the region, **John Muldoon will be the senior leader on your management team.** John M. is one of four regional executives who manage and sustain streamlined processes and quality standards at the national level. John M. and the other regional executive, John Adams, serve as key advisors to our corporate office on benchmarking, best practices and cost reduction opportunities, based on insights they gain through oversight of multiple branches across broad geographic areas.

For your contract, John M. will drive accountability, coordinate action plans, and lend executive support to speed up issue resolution. He can quickly leverage resources to address concerns communicated directly by you or through your account team.

BRANCH OFFICE SUPPORT

Your operations will be supported by our Burbank branch office. James Bunch is our manager for our Burbank branch office and some of our more sophisticated clients in the Media & Entertainment. James oversees all operations and supports all AI/USA employees and clients within the branch office's territory. James' primary responsibilities as Branch Manager include:

- Account management – Developing relationships with your representatives, defining your needs and setting up account to meet those needs
- Supervision of operations managers – Establishing and overseeing standards of performance and service delivery
- Communications – Relaying information to your representatives and communicating your needs with security personnel
- Training – Ensuring an appropriate, comprehensive training program is developed and implemented for your operations
- Personnel management – Establishing the profiles of the personnel to be assigned to your operations, recruiting new personnel, and screening prospective employees

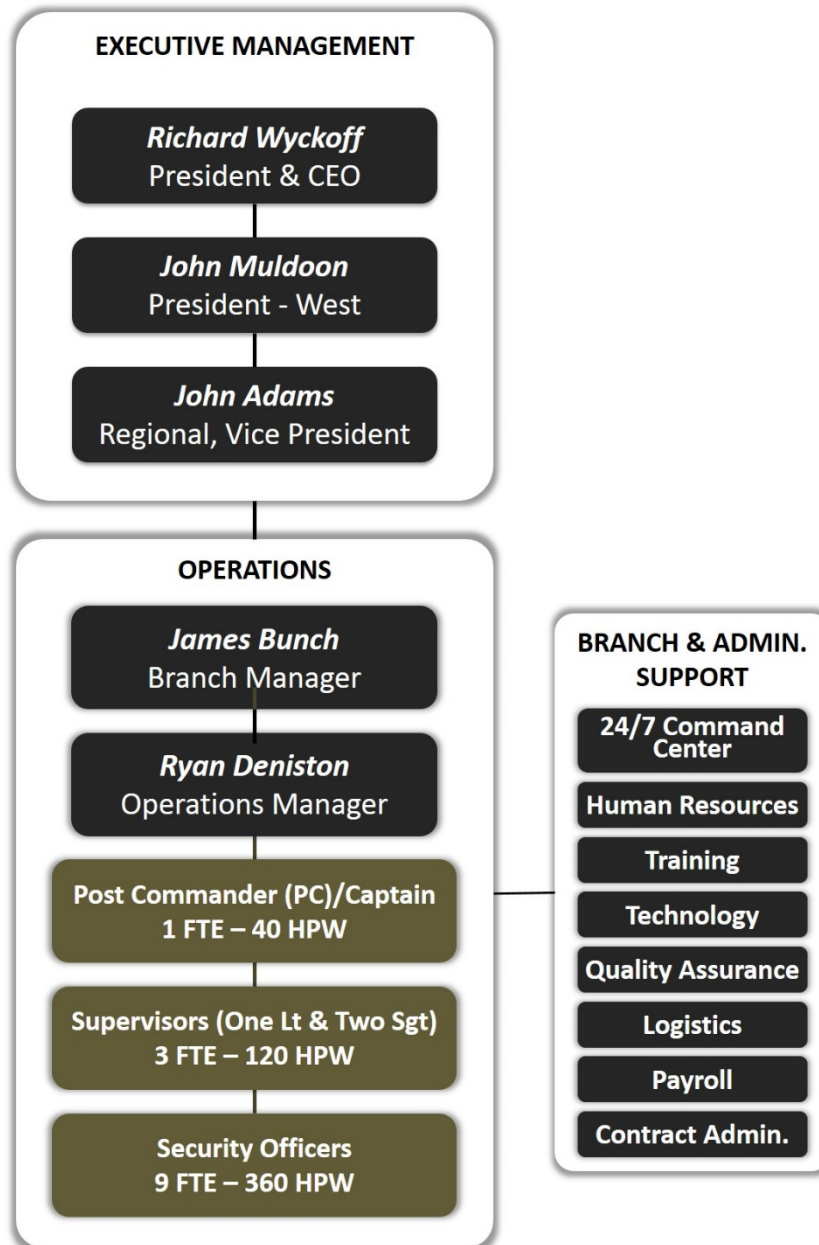
COMMAND CENTER SUPPORT

At our Burbank, California office, AI/USA operates a **Command Center that serves as the central hub for 24/7/365 monitoring and support of security service operation.** Through USA's patented technology, open post alarms and tour exception alerts are monitored in real-time by Command Center operators who respond immediately and follow through to resolution with the servicing branch. The Command Center is also responsible for: dispatch and communications; emergency response; alarm monitoring and assessment; incident management and reporting;

enterprise-wide notification and escalation for major incidents; and managing the temporary guard service Priority Hot Line for national account and loss prevention program clients. Additionally, AI/USA also operates a dedicated West Coast Regional Dispatch Center in San Diego.

LOCAL ORGANIZATION AND BIOGRAPHIES

THE RECORDING ACADEMY SECURITY PROGRAM ORGANIZATION CHART



LOCAL TEAM BIOGRAPHIES

JOHN ADAMS

AREA VICE PRESIDENT, WESTERN REGION

Highlight of Qualifications

- 25 years of security experience

Affiliations/Memberships

- ASIS International
- Hollywood Chamber of Commerce
- EAA (Experimental Aviation Association)

Education/Certifications

- A.A., Los Angeles City College
- Fire Fighter 1, City of Los Angeles
- CPR, AED & First Aid Trainer's Instructor (American Heart Association, Red Cross & Medic First Aid)
- NRA Range Safety Officer
- Class B General Contractor
- Private Pilot

John Adams is an Area Vice President for Andrews International (AI)/U.S. Security Associates (USA)' Western Region, where he handles strategic growth, and district compliance and organization. Mr. Adams is an innovative sales and operations leader, with extensive experience in building high-functioning teams that achieve results.

Mr. Adams' current responsibilities include the oversight of 5 U.S. Security Associates/Andrews International branch offices in Southern California, operating over 50,000 hours per week of security services and \$47M in annual revenue.

With over 25 years of experience in operations management and customer service, Mr. Adams is an expert at leading operations teams in the development of targeted solutions and delivery of personalized, responsive service.

In addition, Mr. Adams is a Trainer's Instructor for Andrews International's CPR, AED & First Aid and Blood Borne Pathogens. He is also a NRA Fire Arms Instructor.

Mr. Adams is active in several professional organizations including ASIS International and the Hollywood Chamber of Commerce.

JAMES BUNCH
BRANCH MANAGER

Highlight of Qualifications

- Over 10 years of security industry experience
- Twelve years of military experience with United States Army, Army Reserve, and National Guard

Professional Experience

- Bachelor's Degree in Psychology
- Bachelor's Degree in Criminal Justice
- California Guard Card

Education, Training, and Certifications

- Member of the American Society for Industrial Security (ASIS)

As Branch Manager for the office in Burbank California, Bunch handles an annual client portfolio of approximately \$12,000,000. Bunch oversees entertainment industry accounts serviced by the branch by maintaining strong communications with each client, directly managing day-to-day needs and requirements, and ensuring contract compliance. James' focus is on many of our media and entertainment programs; he oversees every aspect of each of the programs including training and technologies. He also manages the duties of his staff, administers payroll and invoicing, and expedites service implementations.

Bunch joined Andrews International as a security officer assigned to the Countrywide Account in Simi Valley. Shortly after, Bunch was promoted to the Regional Project Manager assigned to the Antelope Valley Region. From there, he went on to work at the Andrews International Client Support Center (CSC) in Burbank from 2004 – 2009, ultimately advancing to the position of Vendor Relations Manager. In this role, he was responsible for the Quality Assurance Program for the 340 plus vendors AI uses worldwide.

Prior to joining Andrews International, Bunch served in the United States Army from 1992 - 2003. Following his Basic and Advance Infantry Training (AIT) at Fort Benning, GA, Bunch was deployed to South Korea. Upon his return, Bunch served in both the Army Reserve and the Army National Guard.

Bunch has also worked as an Emergency Medical Technician (EMT) and is a certified instructor of Emergency Vehicle Operation (EVOC) Training.

To stay abreast of the latest developments in the industry, Bunch is an active member of ASIS International and several other security-related organizations.

RECRUITMENT AND SELECTION

Upon contract award, key members of our local service team visit the site, observe security posts, routes, and the general environment, and confirm position-specific scopes and requirements. **Position descriptions and recruiting plans are developed to target the most promising candidates for each position on the team**, taking into account factors such as site location, culture, facility layout and design, and complexity of job duties.

We profile individual skill sets and personality traits to match people to positions where they are most likely to succeed. As a service provider, our “product” is people. Selecting the right people is critical, because they are the front line to security and customer service for our clients.

RECRUITING SOURCES

We choose our recruiting sources for each account based on a combination of factors. These include your preferences, the nature of the work, the location, and the recruitment channels that historically have generated the best results in the area.

INCUMBENT PERSONNEL

With your approval, we start our talent search with your incumbent team. **Retaining the site knowledge and experience of incumbent officers is a top priority.** Transitioning officers must meet the same hiring requirements as new recruits, but we extend as much consideration, support and encouragement as possible to facilitate positive outcomes.



INTERNAL TRANSFERS

Our local management team may recommend internal candidates for openings that are not filled by incumbent officers. We occasionally transfer deserving employees to provide advancement opportunities, or to reduce the hardship of a difficult commute.

MILITARY SOURCING

U.S. Security Associates actively and deliberately recruits men and women who have served in the armed forces. **Veterans make up 14% of the company's total workforce**, a strong showing considering that they represent less than 8% of the entire U.S. labor force, according to the Department of Labor's most recent statistics.

OTHER SOURCES

Traditional recruiting through online **job portals, newspapers, military bases, universities and job fairs** still has its place. Our branch office employees also nurture relationships with local placement agencies and organizations to keep recruiting channels open and productive.

PRE-QUALIFICATION

Our qualifications for employment include the following, at minimum:

- must be a US citizen or an alien lawfully authorized to work in the United States
- must pass a background check and drug screen
- must be willing to pass medical and/or psychological tests as a condition of employment or continued employment (including tests for substance abuse)
- must have an honorable discharge from military (if served)
- must meet minimum requirements of state licensing for security guard employment
- must be at least 18 years of age (21 for some positions)
- must have a reliable means of communication (i.e., home phone or cell phone)
- must have reliable means of transportation to and from work
- must be able to effectively speak, read, and write English
- must maintain a neat hairstyle, cut short enough or styled sufficiently to prevent it from standing out when the uniform cap or hat is worn or from extending below the top of the shirt or jacket collar
- must refrain from wearing earrings, necklaces, or jewelry in the nose, eyebrows, lips, tongue, or other extremities
- must be clean-shaven except for neatly trimmed mustache, unless mustaches are prohibited by your rules and regulations (e.g., when they might interfere with wearing special safety masks)*
- must furnish black socks and plain-toed black shoes in good condition, to be worn with uniform
- if employed full-time, must be able to work overtime and on various shifts as needed, including weekends and holidays*

**Reasonable accommodation based on religious beliefs or medical need will be considered on a case-by-case basis.*

Andrews International (AI)/U.S. Security Associates (USA) is an equal opportunity employer. We do not discriminate on the basis of race, color, religion, sex, national origin, ancestry, age, medical condition, disability, veteran status, marital status, or sexual orientation. This policy applies to all areas of employment, including recruitment, hiring, training, promotion, compensation, and benefits.

If there are any unique site or position requirements, these are shared with prospective employees as well. Candidates who confirm that they meet the basic requirements are asked to fill out the voluntary applicant tracking form, providing identifying information, including race and sex, for entry into Andrews International (AI)/U.S. Security Associates (USA)' Applicant Tracking System per the requirements of the Department of Labor, Office of Federal Contract Compliance.

If the branch employee conducting interviews is available, the candidate is interviewed right away. The interviewer evaluates the applicant's communication skills, appearance, and personal

history and determines whether the applicant is a viable candidate for the position. Candidates who meet the pre-qualifying standards are subject to rigorous selection procedures. **As part of the bid process, AI/USA will coordinate with the Owner and/or Property Manager should they choose to interview and approve candidates.**

BACKGROUND INVESTIGATION

Our background investigation of each employee includes the following, at a minimum.

- **Verification of United States Citizenship or Authorization to Work**
I-9 and E-Verify
- **Criminal Record Check, 7-Year**
Social Security, Terrorist, Sex Offender, Federal and National Database Searches
- **Drug Screening Program, 5-Panel**
Pre-employment and Testing for Cause
- **Reference Checks, 5-Year**
Employment, Education and Military
- **Pre-Assignment Training and Testing**
12 modules developed by AI/USA Security Academy and/or Client-Specific
- **Contract Compliance Requirements**

Our minimum qualifications and requirements can be modified through our Contract Compliance program to match your needs. For instance, we could provide drug tests and/or criminal record checks annually, use a broader-panel drug test, investigate criminal history for a period longer than seven years, etc.

PERSONNEL BACKGROUND QUALITY CONTROL

Andrews International (AI)/U.S. Security Associates (USA) eliminates the possibility of shortcuts or exceptions to our employee selection standards with IT-based quality controls. USA's Past Positive® system provides a double-check on the local office, confirming that the branch team has completed every step of the investigation process and transmitted the following documentation into the Past Positive® system.

Pre-Assignment Documentation Required:

- Form I9 and supporting documents
- E-verify report
- Applicant consent forms
- Criminal records check by approved vendor or guard license in states that run state and FBI fingerprint check for licensing
- Drug screening consent and release form and drug test result
- Guard license or registration forms in states where required
- Pre-assignment training – AI/USA Security Academy training or training completion document in states with different requirements

Pre-Assignment Documentation Required:

- AI/USA OJT training certificate or training completion document in states with different requirements
- State mandated annual/ongoing training completion document in states where applicable
- 5 years of reference data – employers, educational institutions, military history
- California meal waiver form for officers in CA
- Contract requirement documents (e.g., annual drug screen or annual criminal record check)
- Current motor vehicle history record check and driver's license for officers with driving responsibilities
- Security clearance if required
- Armed guard license/permit, firearm training and psychological test when armed officers are required

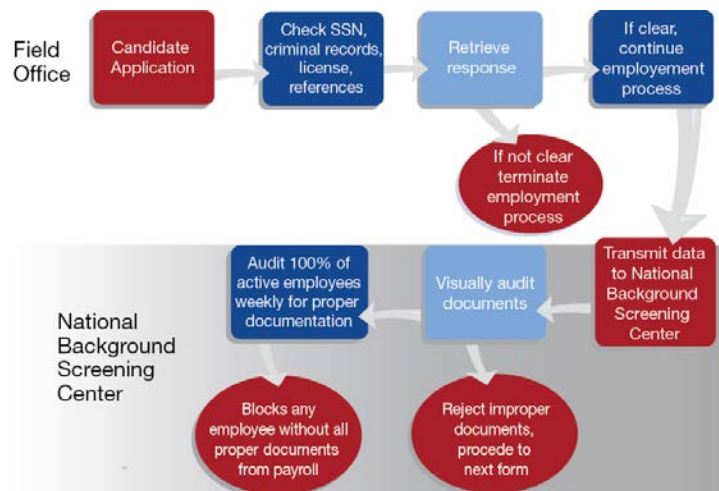
Daily, the Past Positive® system scans every employee social security number in payroll for exceptions to the required paperwork. Training compliance reports are typically run on a daily basis, and the report on licensing compliance is run once per week.

Our Past Positive® system scans employee records for training and screening compliance daily.

Disqualifying criminal records, incomplete paperwork, failed training, and expired work eligibility or licenses trigger branch notifications and block employees from payroll. Branches are subject to a fine for each occurrence of non-compliance report for two or more weeks.

Our Past Positive® technology verifies that the required documentation for every employee has been transmitted into the system. Then, **our compliance review team thoroughly examines each element of documentation for completeness and accuracy**, ensuring that all screening checks have been completed and confirming that the results exceed a defined standard. Incomplete documents are returned to the branch for correction.

PAST POSITIVE® BACKGROUND VERIFICATION SYSTEM



Past Positive® blocks employees from the payroll system for disqualifying criminal records, missing paperwork, failed training, and expired work eligibility or licenses.

TRAINING AND DEVELOPMENT

Andrews International (AI)/U.S. Security Associates (USA) develops the knowledge and skill sets of our employees through an award-winning training process and a thriving learning culture. AI/USA is part of an elite group of 30 organizations from around the world, including many Fortune 500 firms, who have been honored in the BEST Awards competition held by the Association for Talent Development (ATD), formerly the American Society for Training & Development (ASTD). The company also has received *Training* magazine's Top 125 training companies every year since 2007, and *Chief Learning Officer* magazine has selected us among the Gold LearningElite.



AI | USA SECURITY ACADEMY

The AI/USA Security Academy trains more than 50,000 employees every year via a live training platform from our state-of-the-art training studio. Professional AI/USA Security Academy trainers use two-way video and voice collaboration over the Internet to deliver training of every type, including Security Officer Basic Training (SOBT), custom-developed contract-specific content, supervisory training and administrative and management programs.

AI/USA Security Academy leverages technology to deliver centralized, consistent, comprehensive training through live, interactive training programs. There are three types of eLearning platforms available through AI/USA Security Academy:

Live Training – Live training is conducted through our online virtual classroom called “eTutor”. With eTutor, a true classroom environment is created, where professional trainers use live 2-way video feed combined with 2-way audio, live chat and voice over IP. Students use hand-held “remotes” to interact with the instructor and to complete testing on each module.

Our live training has many advantages:

- The classroom environment encourages trainer-student interactivity.
- Trainer visually monitors and responds to students' level of interest/engagement.
- Centralization gives the training and testing process consistency.
- Trainer can confirm the number of attendees.
- Students are motivated by peer pressure to participate and test well.
- Trainers are able to deliver up-to-the-minute information, whether it's the status of a facility or Homeland Security threat assessment levels.

Web-Based Training - These are recorded training modules streamed via our Learning Management Web (LMW). Using a company assigned login, employees can access a “library” choosing from approximately 700 subjects ranging from SOBT to management training. Some of these courses are videos of LIVE sessions. Others are interactive, challenging the learner with

pop quizzes and learning games. Most sessions come with an online test to verify comprehension of the subject matter.

Downloadable Recorded Training – Most training now is either live or web-based featuring electronic testing. There is still a limited selection of recorded sessions that are basically downloadable virtual “CDs” with a printable test and answer key for hand grading at the branch.

SECURITY OFFICER BASIC AND STATE-MANDATED TRAINING (SOBT)

Andrews International (AI)/U.S. Security Associates (USA) requires a minimum of 8 hours of pre-assignment training, delivered live through AI/USA Security Academy Security Officer Basic Training in most states. **Our mandatory SOBT instills a fundamental working knowledge of the officer’s responsibilities, reduces on-site errors and improves productivity.** All officer candidates must pass testing on all 12 units of the SOBT training to be eligible for employment. Candidates who fail SOBT testing on any module twice cannot be hired and are blocked from payroll.

ON-THE-JOB (OJT) TRAINING

All assigned security personnel are required to complete an On-the-Job Training (OJT) Program created during transition specifically to meet client needs. **The OJT curriculum includes site orientation, post orders, your policies, safety plans, emergency procedures and public relations.**

When approved and feasible, security officers assigned to nearby sites are included in site specific training events to build a pool of on-demand qualified candidates for backup purposes.

Sampling of Elective Training and Personal Development Courses

• Access Control and Physical Security (90 min)	• Active Shooter (45 min)
• Advanced Report Writing (2 hrs)	• Anti-Terrorism (45 min)
• Baggage Inspection Training	• Behavioral Pattern Recognition (45 min)
• Blood borne Pathogens (1 hr)	• Campus Security (1 hr)
• CFATS (Chemical Facility Anti-Terrorism Standards) (1 hr)	• Communications (4 hrs)
• Company Policies and Orientation (2 hrs)	• Concierge Service Excellence (2 hrs)
• Conflict Management/Managing Aggressive Behavior (90 min)	• Crowd Control and Special Event Security (1 hr)
• Customer Service (40 min)	• C-TPAT (5 hrs)
• DHS Chemical Security Awareness Training (45 min)	• DHS Chemical Vulnerability Information (30 min)
• DHS CFATS Compliance Training (1 hr)	• DHS Workplace Security Awareness (45 min)
• DOT HAZMAT (4 hr)	• Door Greeter (Compass) (1 hr)
• Driver Safety (1 hr)	• Egress and Fire Protection (1 hr)

Sampling of Elective Training and Personal Development Courses

<ul style="list-style-type: none"> • Emergency Response (1 hr) 	<ul style="list-style-type: none"> • Healthcare – Section I (2 hr), Section II (3 hrs), Section III (2 hr)
<ul style="list-style-type: none"> • Liability and Legal Aspects (3.5 hr) 	<ul style="list-style-type: none"> • Loss Prevention Associate Training (8 hr)
<ul style="list-style-type: none"> • Maritime (MARSEC) Training for Seaport Facilities (8 hr) 	<ul style="list-style-type: none"> • Medical Emergencies (2 hr)
<ul style="list-style-type: none"> • Observation and Documentation (2 hr) 	<ul style="list-style-type: none"> • Organized Retail Crime (ORC) (1 hr)
<ul style="list-style-type: none"> • Personal Safety and Awareness (1 hr) 	<ul style="list-style-type: none"> • Post Orders and Assignments (2 hr)
<ul style="list-style-type: none"> • Post-Positive® (30 min) 	<ul style="list-style-type: none"> • Public Relations (2 hr)
<ul style="list-style-type: none"> • Screening Procedures (1.5 hr) 	<ul style="list-style-type: none"> • Sexual Harassment Avoidance Training (Single-State, 45 min)
<ul style="list-style-type: none"> • Sexual Harassment Avoidance Training (Multi-State, 2 hr) 	<ul style="list-style-type: none"> • Train the Trainer – Training Security Officers (2 hr)
<ul style="list-style-type: none"> • Upscale Corporate Security (1 hr) 	<ul style="list-style-type: none"> • Walking and Working Surfaces (1 hr)
<ul style="list-style-type: none"> • Workplace Violence (1 hr) 	

TRAINING QUALITY CONTROL

Technology provides many quality controls for the process by which we train security officers, field supervisors and management staff.

eTutor Live Training Platform – Our centralized web-based training enables us to control quality through consistent, uniform large scale training in a stimulating classroom environment.

Past Positive® System Training Record Checks – In conjunction with our Past Positive® system, training compliance reports are typically run on a daily basis. Missing documents or other compliance issues trigger notifications to the branch and blocking of the employee from payroll.

LMS Record Reviews – All training documentation is carefully reviewed by a compliance team dedicated to ensuring that exceptions to compliance with company policy, regulatory requirements and contract specifications do not slip through the cracks.

Client Access – SIS allows your representatives to verify training compliance for any officer or all officers at any time.

Our integrated technologies form an intricate network of checks and balances that enhance and reinforce our training and development processes.

IMPLEMENTATION OF SERVICE

Andrews International (AI)/U.S. Security Associates (USA) executes each site transition in accordance with our proven strategic integration model. Our model is designed to achieve a seamless transfer of operations, retain qualified talent, and form the basis for a close, working relationship between our account team and your representatives. Our model has evolved over decades, based on lessons learned through thousands of site start-ups, and we are continuously improving and refining our approach to reflect best practices. We roll out service through four primary phases: **mobilization, verification and documentation, process initiation, and implementation.**



MOBILIZATION

Upon award of contract, Andrews International (AI)/U.S. Security Associates (USA) will rapidly mobilize resources to support the transition for a contract start within the timeline needed. We form a transition team that includes key account managers, local office staff and corporate support. USA coordinates an initial planning meeting between the Andrews International (AI)/U.S. Security Associates (USA) transition team and your representatives. We schedule progress review meetings with your representatives at least once per week. Transition team members provide internal status updates daily, minimizing the risk and enabling senior team members to provide close oversight and facilitate the team's efforts productively.

VERIFICATION AND DOCUMENTATION

Team members establish a comprehensive understanding of existing site security operations and contract requirements by touring facilities and reviewing and updating post orders, policies, safety plans and emergency procedures. Site knowledge gained through this process provides the foundation for site-specific training. Staffing specifications and training requirements are confirmed, forming the basis for development of the recruiting plan and the training program. Uniform and equipment needs are identified, with the detail necessary to inform procurement efforts. Your technology integration goals (e.g., Tour-Positive®, Post-Positive®, Daily Trainer, etc.) are confirmed and factored into the transition team's task checklists. Your vacation policy and billing terms are communicated internally for proper billing and payroll setup.

PROCESS INITIATION

In the third phase of the transition process, we launch recruiting efforts, conduct interviews, background screening and drug tests, and select the most promising, qualified candidates. Candidates begin pre-assignment training, either through Andrews International (AI)/U.S.

Security Associates (USA)' Security Officer Basic Training, or through state-approved programs where applicable. Officers who successfully meet the pre-assignment training requirements continue on to site-specific training.

Meanwhile, the administrative staff is working behind the scenes to ensure that billing and payroll processes are in place, and uniforms and equipment are ready for start-up. Weekly progress meetings keep your representatives informed of the status of each process.

IMPLEMENTATION

On day one of the contract period, the seamless start of service reflects the successful integration of operations, human resources, training, and administrative processes. **We maintain a strong management presence on site during the initial days of service**, to provide additional support for officers and your representatives, to confirm the effectiveness of site-specific training, and to establish world class customer service standards from day one.

In the early weeks of service, we continue to meet weekly with your designated representatives to learn from your feedback and insights and to determine the metrics we will focus on in monthly and quarterly reporting for performance evaluation and management.

Transition Task	Who	30-day Transition				Start-Up		
		1	2	3	4		1	2
Execute contract	Exec							
Appoint transition team	Exec							
Conduct initial planning meeting	All							
Tour operations	Ops							
Review post orders	Ops							
Review policies	Ops							
Review safety plan	Ops							
Review emergency procedures	Ops							
Review staffing requirements	HR							
Review training requirements	L&D							
Identify your vacation policy	F&A							
Identify special billing instructions	F&A							
Review uniform requirements	Proc							
Review equipment requirements	Proc							
Update post orders	Ops							
Update policies	Ops							
Update emergency procedures	Ops							
Review site schedules/assignments	Ops							
Recruit/Hire new personnel	HR							
Plan/execute general recruiting	HR							

Transition Task	Who	30-day Transition				Start-Up		
		1	2	3	4		1	2
Conduct background screening	HR							
Conduct drug tests	HR							
Execute pre-assignment training program	L&D							
Conduct OJT training	L&D							
Develop in-service training	L&D							
Set up your account in AI/USA system	F&A							
Enter employees into system for payroll	F&A							
Send deduction information to HR	F&A							
Set up vacation accrual	F&A							
Set up fixed billing (vehicles, radios, ins, etc.)	F&A							
Verify billing frequency	F&A							
Verify pay and bill rates	F&A							
Acquire and test equipment	Proc							
Acquire uniforms	Proc							
Issue uniforms and equipment	Proc							
Set up integrated technology systems	Proc							
Establish performance metrics	Ops							
Progress review with your representatives	Ops							
Managers monitoring ops on site	Ops							

SUPERVISION AND PERFORMANCE MANAGEMENT

SUPERVISION AND OVERSIGHT

Client communication and feedback are powerful performance management drivers, but information gathered through our own inspections and observations also tells us where our opportunities lie. **Our account management team continuously manages performance through inspections and through remote monitoring with technology tools like our Post-Positive® Post Supervisory System.**

INSPECTIONS

An inspection strategy is custom-developed for each account, to include announced and unannounced inspections of every shift by multiples levels of management – see sample inspection checklist below:

Sample Inspection Checklist

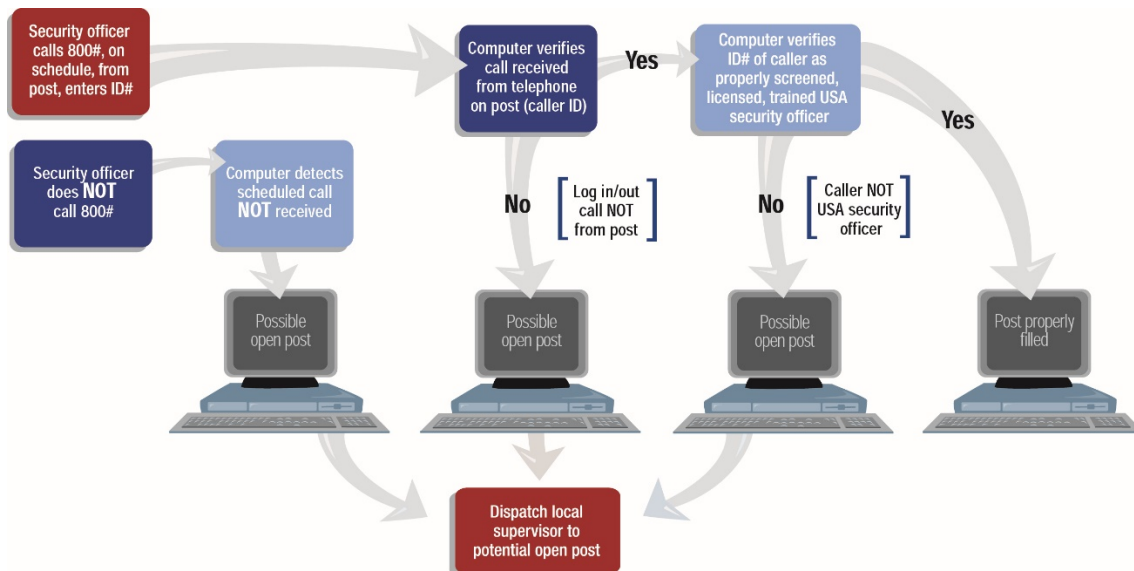
1. Is the condition of the security post organized and clean?
2. Is the officer aware of the U.S. Security Quality Program?
3. Does the officer have a security officer guidebook?
4. Does the officer have a current, valid security guard license?
5. Are the post orders complete?
6. Are the security officer's key goals included in the post orders?
7. Is there a client emergency list of phone numbers?
8. Has the officer signed off that he/she read and understands the post orders?
9. Has the officer received AI/USA Security Academy training or state mandated training?
10. Has the officer received site specific training?
11. If the officer drives a vehicle on duty, does he/she have a verified valid driver's license?
12. Is the officer in proper uniform?
13. Does the officer know the client contact?
14. Does the officer know how to contact his/her supervisor?
15. Is the site on Post-Positive®?
16. Is the officer trained and knowledgeable on the use of Post-Positive®?
17. Are the daily activity reports up to date?
18. Did the inspecting supervisor sign daily activity reports indicating date and time of inspection?
19. Does the security officer have any safety or security concerns regarding this client location?

In addition to operations inspections, account management also provides oversight and approval of site documentation, including daily reports, incident reports, time sheets, post orders and any other documentation developed and maintained for the account.

POST-POSITIVE® POST SUPERVISORY SYSTEM

Post-Positive® is an optional round-the-clock post monitoring solution, developed as a quality control tool to identify attendance and punctuality problems at cold start locations. Officers sign in and out electronically from recognized site telephones with voice recognition technology, eliminating unnecessary paperwork and timecard inflation. System-generated time sheets ensure precise, accurate billing. If a scheduled sign-in is missed, the system triggers a supervisor alert.

POST-POSITIVE® POST SUPERVISORY SYSTEM



The Post-Positive® Post Supervisory System triggers a supervisor alert if an officer fails to sign in or sign out on schedule from a recognized site phone.

TRANSPARENCY AND DISCLOSURE

SECURITY INFORMATION SYSTEMS® (SIS)

Our Security Information Systems® (SIS) dashboard is a cutting-edge performance management tool that empowers and informs your representatives and our account personnel. SIS is available free of charge through the Andrews International (AI)/U.S. Security Associates (USA) website. From any Internet-connected computer, you can log in to SIS via a secure web portal and instantly have visibility for the entire security operation at your fingertips. **Real-time data from every information system connected with our service delivery process is available through SIS.**

QUALITY CONTROL

MEASURING AND MONITORING CUSTOMER SATISFACTION

Our Branch and Account Managers maintain consistent and regular communications with our clients to ensure that service performance is being met if not exceeded. Additionally, our managers periodically provide Property Managers/General Managers with customer surveys to gauge our client's level of satisfaction. The results of these surveys are reviewed and, if needed, corrective action plans are developed to address any issues. These results and respective corrective action are also discussed during our customer meetings.

ADDRESSING CLIENT COMPLAINTS AND CORRECTIVE ACTION

Clients can communicate concerns over any aspect of our service either over the telephone, during face-to-face meetings, or in writing. Depending on the nature of the issue, clients may opt to contact the Branch Manager or the Area Vice President to communicate their concern. We believe in immediately escalating any customer dissatisfaction issues to the senior point of contact, instead of wasting valuable time with a multi-tiered escalation policy. This ensures that we never have a backlog of complaints, thereby eliminating the need for prioritizing them. All complaints are taken seriously and corrective action is taken immediately. In all cases, the client is informed of our intended course of action. To minimize future reoccurrence, we will work with personnel to ensure understanding and are trained to respond correctly should the issue were to occur again. Should refresher training be necessary, our management staff will ensure personnel undergo additional/refresher training.

MONITORING AND ASSESSING SECURITY PERFORMANCE

AI/USA developed our proprietary Security Information System (SIS)®. It is a web accessible dashboard for monitoring security information — from screening and training compliance to key performance indicators (KPI)—to provide a centralized, accessible, user-friendly dashboard view of compliance information relating to security staff processing, training, and quality assurance. **SIS® is a benchmark technology tool that converges human resources, billing, employee performance, reporting, customer service, training and operations data from other system applications into one platform.**

KPIs provide our Managers with valuable data to assess and monitor the security performance of the security force. Below is a list of our recommended KPIs for your security program; however, we will work with the Property Manager to fully customize the elements of the program that we are monitoring and measuring.

Patrol Operations

- ✓ Property/building patrols are occurring per contract requirements
- ✓ Officers have appropriate equipment on their person necessary to conduct effective patrol

- ✓ Appropriately reporting safety and security concerns observed while patrolling
- ✓ Tour activity is compliant with contract requirements
- ✓ Tour and inspection questions are being answered and detailed when necessary

Control Room Operations

- ✓ Command/Control room is kept clean and tidy at all times
- ✓ Dispatch/service log is complete and up to date (Daily Activity Report)
- ✓ Service calls are answered timely and appropriately

Incidents

- ✓ Track number of incidents by category (e.g., thefts, break-ins, accidents, etc.)

Documentation & Report Writing

- ✓ Officers are completing their necessary paperwork accurately and on time (DAR, Incident Report, etc.)
- ✓ Post orders are accurate, reflect the current operating requirements and are available to staff for review

Training

- ✓ Pre-Assignment Training Completion
- ✓ On-the-Job Training Completion
- ✓ Current certifications are valid and recorded

Uniform & Appearance

- ✓ Officers are in uniform and personal grooming standards are in accordance with contract guidelines
- ✓ Officers to be alert at all times; no use of personal radios, cell phones while on duty
- ✓ Staff and visitors handled politely and professionally
- ✓ Officers are responsive to site requests
- ✓ Officers interact appropriately with estate staff and Vulcan employees

Invoicing/Billing

- ✓ Bill Accuracy
- ✓ Billing summary

QUALITY ASSURANCE

QUALITY MANAGEMENT SYSTEM

Andrews International (AI)/U.S. Security Associates (USA)' quality management system sustains quality and consistency in our service delivery processes through the systematic standardization of our business practices enterprise-wide, from service delivery procedures to technology applications to account management. Our quality management system provides checks and balances for our service delivery processes through a formal approach to documenting quality standards and conducting systematic audits to confirm compliance with those standards.



Quality documentation sets the standard for measuring quality compliance and provides the data by which compliance is measured.

QUALITY DOCUMENTATION

We define our quality policy and quality roles at the organizational level in our Quality Management Manual, document our service delivery process as a series of Quality System Procedures, and incorporate documented proof of quality compliance into the processes themselves, in the form of Post Orders, forms, records, and other documentation developed and maintained in the course of service delivery.

QUALITY AUDITS

Our Quality Management Manual and Quality System Procedures set the standards for measuring compliance. Exhaustive documentation relative to service delivery provides the data for auditing our performance against those standards. **Compliance is audited through a formal, ongoing system that includes annual, internal auditing of every branch.**

COMMITMENT TO QUALITY

The documentation and auditing processes at the heart of our quality management system require a significant, ongoing investment of resources as well as buy-in to the quality focus at every level of the organization. Commitment to quality and continuous improvement means incorporating compliance with quality standards into the way we do business on a permanent basis. In a largely non-regulated industry, where thousands of companies sacrifice quality to compete on price, we are proud to hold our service to the highest quality standards.

BENEFITS AND INCENTIVES

Andrews International (AI)/U.S. Security Associates (USA) has developed a comprehensive offering of benefits and incentives to attract promising candidates and promote retention of qualified, experienced officers. **We have maintained a company-wide security officer turnover rate of 30% or less for more than 5 years**, compared to an industry average that exceeds 100%, according to research by the Freedonia Group.

BENEFITS

Our benefits program is structured to provide you with maximum flexibility to balance coverage, retention and budget concerns.

MEDICAL INSURANCE

All full-time Andrews International (AI)/U.S. Security Associates (USA) officers will have a medical option. Andrews International (AI)/U.S. Security Associates (USA) officers who work 30 or more hours per week are considered full-time. In addition, Dental, Vision, STD, Basic Life/ADD, Optional Life/ADD and Flex Spending are also available. Coverage is effective the first of the month following 60 days of service. You can choose whether or not to absorb any costs associated with medical coverage, and if so, how much.

Provider	Plan	Monthly Premium for Employees					
		Medical/Health			Dental, no Ortho	Dental, Ortho	Vision
		EPO	M16	L16			
Anthem	Employee only	\$460.00	\$533.14	\$678.77	\$25.72	\$27.31	\$5.71
	Employee plus one	\$920.00	\$1,119.60	\$1,425.43	\$50.99	\$54.63	\$9.14
	Employee plus family	\$1,365.00	\$1,599.43	\$2,036.32	\$79.05	\$84.68	\$14.85
		Short-Term	Basic Life/ADD \$10,000		Basic Life/ADD \$30,000		
	Employee	\$17.00	\$2.10		\$6.30		
Century Health Care		Value		Select	Premier		Elite
	Employee only	\$79.89		\$110.89	\$147.14		\$204.89
	Employee plus one	\$156.93		\$234.43	\$320.68		\$384.43
	Employee plus family	\$225.93		\$340.39	\$469.39		\$563.39

ADDITIONAL BENEFITS

Holiday Pay – Hours worked on the following six holidays are paid and billed at time-and-a-half: Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Christmas Day, and New Year's Day. Holidays are mutually agreed upon by you and Andrews International (AI)/U.S. Security Associates (USA).

Vacation Pay – Part-time and full-time security officers earn one week of paid vacation after 4,160 hours of service and two weeks of paid vacation after 10,400 hours of service. You may bill vacations separately if preferred.

401K Retirement Savings Plan – After six months of service, employees may choose to make contributions to the Plan from 1% to 70% of eligible pay (up to \$17,000 in 2012 or \$22,500 if the employee is age 50 or older or will be 50 by the end of 2012).

Tax-free flexible spending plans – We offer tax-free spending accounts through which employees can allocate pre-tax dollars for medical expenses and other qualified purchases.

Pay-Positive® Cards – Security officers can sign up to receive their pay through our convenient Pay-Positive® paycard benefit. With this paycard, officers always have their pay in their pocket on payday. Pay is loaded directly onto the paycard. Officers can set up direct deposit from the paycards into their bank accounts if desired.

Tuition Reimbursement – Employees pursuing a degree in an approved course of study can receive reimbursement for tuition and books with qualifying grades.

Tuition Discounts – Our employees can take advantage of discounted tuition fees, through the company's partnerships with DeVry University and the University of Phoenix.

Uniforms – Andrews International (AI)/U.S. Security Associates (USA) provides uniforms to at no cost to security officers. We customize these uniforms for each client, with many styles and options for you to choose from, to ensure that our officers are good ambassadors who create the desired impression. For continuity, **Andrews International will ensure officers are uniformed in the current HMD BID Security Uniform** that consists of:

- Bike Uniform: Polo shirts, cargo-type pants, jackets, caps, and a belt.
- Equipment: Bicycles, helmets, gloves, baton, OC Spray, flashlight and other HMD BID requested equipment

RECOGNITION, INCENTIVE AND AWARDS PROGRAMS

At Andrews International (AI)/U.S. Security Associates (USA), we protect our investment in the security officers selected and trained for your operations by recognizing and rewarding high-performing individuals. We recently won a **Bronze Award for Best Rewards and Recognition Program** in the Brandon Hall Excellence Awards in Talent Management and Human Resources. We honor the importance of each individual's contributions and broadcast the message to our whole force that their best efforts are noted and valued. The motivational programs below yield

substantial returns, renewing the dedication and drive of officers throughout the company to deliver exemplary performance.

- Winner's Circle Awards Ceremony
- Security Officer of the Year Award
- Supervisor of the Year Award
- Employee Incentive Programs
- Service Awards
- Recognition in employee newsletter, *U.S. Security Post*



INNOVATIVE SOLUTIONS AND TECHNOLOGY TOOLS

AI/USA is taking security technology to a new level with the launch of our P3 network. **We have been steadily moving from a “detect and respond” world to one of preparing and predicting and eventually preventing.** It is not simply about the technology at our disposal, but about the data that technology can deliver.

While other security companies try to keep pace with technology advances by patching together third party systems, **we have our own software developers blazing a new trail with our P3 network.**

P3 gets its name from three Ps:

- Prepare
- Predict
- Prevent



The power of our P3 network comes from data delivered by the apps our personnel in the field use every day. Sophisticated analytics generated using this data can help AI/USA and clients predict and mitigate negative outcomes before they occur. P3 modules like Tours and Incidents supply hundreds of data streams to our P3 network, which will soon allow us to view trends and utilize predictive analytics to reduce incidents, reduce risk, and create a platform for positive business outcomes.

Through our P3 network, **we will be able to provide site-specific recommendations for resources, tours, and actions, giving our clients a fully customized security program and maximizing the value of Total Cost to Protect (TCP).** This optimal blend of technology and people mitigates risk and contributes positively to your mission. The shift from trending to predictive risk mitigation is establishing a new, elevated standard for the industry.

Our P3 network consists of two major systems – **P3 Mobile and P3 Portal.** Mobile allows security officers on the ground to capture data using supplied smartphones and the P3 app. The data then flows into Portal for viewing and analyzing through sophisticated charts and graphs.

P3 MOBILE MODULES

With P3 Mobile, each officer logs into his or her account through his or her smartphone to document patrols and capture data. Officer data – name, position, pictures, voices – is tied to captured data, providing full accountability and transparency to our clients.

Mobile’s capabilities are diverse and constantly being updated as our technology engineers come up with innovative ways to capture new data. On the following pages are a few of our most popular modules for Mobile, but we have many more in practice and in action, including modules for **checking the weather, providing training, and checking compliance.**

TOURS

In the security industry, the same questions pop up over and over again in regards to security officer patrols – are officers performing their patrols? Are they performing them on time, and visiting every location required? Are they leaving time or space gaps in their patrols?

Tours is a remote monitoring tool that gives our clients peace of mind knowing that security officers are patrolling facilities on time, every time.

Managers can enter schedules into the app, and security officers scan checkpoints set up throughout the client's facility.

Tour data is uploaded in real time to our National Command Center team as well as to Portal, where it is actively monitored. **Deviations and exceptions from the designated tour checkpoints, outside an established tolerance range, will trigger customizable alerts to a supervisor or other designated recipient.**

The system is also programmed with an officer monitoring system, triggering an alert if an officer's smart phone is stationary beyond a specified time limit. The Tours system utilizes an Interactive Voice Response system (IVR) to engage officers and ensure they are alert. If an officer does not answer and engage with the IVR within a few attempts, the IVR dials a supervisor.

Questions and reminders can also be programmed into Tours, such as: Are you wearing your safety vest? Is the temperature between 60 and 70 degrees Fahrenheit? Did you read the meter?

In every application, Tours provides extra supervision, without the cost of extra personnel.



INCIDENTS

Often, security officers will spend too much time writing reports and not enough time patrolling or monitoring CCTV feeds. **Our Incidents module minimizes the time officers spend on reports by allowing them to do so on-the-go.** The system prompts officers to submit only key incident data and photos immediately, which launches a pre-defined incident notification protocol. The full incident report can be completed later by the officer, a supervisor or manager through P3's Portal. In this way, security officers spend more time performing other necessary security duties to ensure our clients' people, property, and assets remain protected at all times.

Incident report accuracy is another key issue, along with accountability for our security officers filling out the reports. **The Incidents notification feature ensures instant disclosure to key**

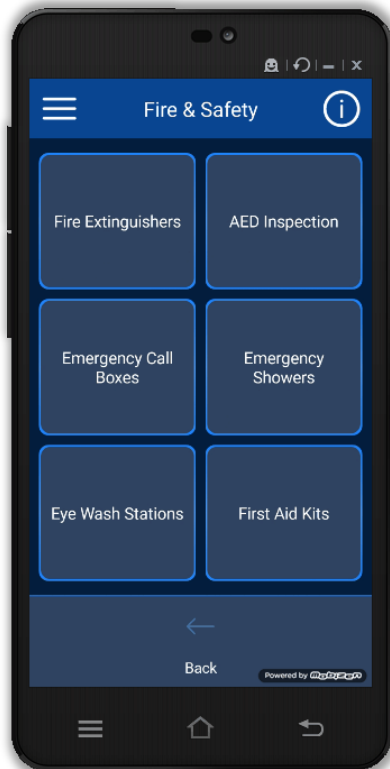
stakeholders and photo attachments provide incident visibility through any Internet-connected computer. Tracking of incident reports that are not closed and approved holds us accountable for creating full documentation for every incident. Incident reports do not drop off the action plan until they are completed in full, reviewed, and approved.

Our Incidents module empowers users to track incident history and trends and optimize risk management strategies accordingly. Based on user-selected parameters including the site(s), dates, and nature or category of incident, the system generates analyses, comparisons, and tables of incidents containing links to the full incident reports. Selecting an individual incident brings up the full incident report.

Through Incidents and the strong focus on report writing in our training program, **we ensure that our incident reports effectively capture details that could be critical in the event that litigation or insurance claims arise from an incident.**

FIRE & SAFETY

Many companies spend thousands of dollars each year on workman's compensation claims due to hazardous conditions around their facilities, and thousands more are spent monthly on fire extinguisher examinations. **With Fire & Safety, our security officers are not only prompted to check on key areas in which accidents may occur, but they can also check fire extinguishers and safety stations to ensure that all equipment is fully functional.**



Fire & Safety provides a quick and easy way for security officers to identify and resolve slip, trip and fall hazards. The module can be programmed with various suggestions to take care of hazards, such as putting up wet floor signs, using cones to block off areas, or alerting supervisors and client management in the case that maintenance is necessary. **Ensuring that security officers are actively looking for hazards and giving officers a definite plan of action in each case helps prevent work injury, saving our clients money every day.**

Additionally, Fire & Safety eliminates the need to contract an independent fire extinguisher and safety station inspection service. Security personnel can easily incorporate fire extinguisher inspection and maintenance into their work routines with support from Fire & Safety. **Fire & Safety boosts accountability by removing the possibility of human error wherever possible with reminders, step-by-step instruction prompts, real-time documentation, and instant alerts if malfunctions or irregularities are identified.** Fire & Safety is a perfect example of engineering for increased value and reduced costs.

With Fire & Safety, security officers can examine **fire extinguishers, eye wash stations, emergency showers, AED equipment, and more.** Security officers will visually inspect unit locations and mounting hardware, make sure each unit is visible and easily accessible, and use Fire & Safety to scan location and unit barcodes to log the data into the system for later reference through P3's Portal.

Fire & Safety keeps our clients' security programs actively working to reduce worker's compensation and safety inspection costs by combining everything into our officers' normally scheduled patrol routines.

VISITOR AND VEHICLE MANAGEMENT

One issue faced by clients with visitor and vehicle screening is the time it takes to manually write a log or search through a database by hand. Because security officers must take their time checking each guest and vehicle, lines and blockages can quickly form, giving visitors a poor first impression of the facility.

Visitor and Vehicle Management (VVM) expedites visitor and truck screening and check-in. Access control is streamlined through advance preparation and pre-screening. Expected guests submit personal ID before visiting and are pre-screened against any internal "Do Not Admit" list. Future upgrades will make comparisons to local and national databases.

System prompts lead users through the proper procedures. In the case of gated areas, **VVM prevents gate entry or exit until security personnel enter required vehicle data into the system.** Security officers input specified data such as driver's license/class, inbound/outbound tracking, bill of lading number, seal number/status, license plate details, and anything information the client requires.

When a pre-screened visitor checks in, security personnel follow system prompts to document identity verification. The system saves access level details and historical records of visits. With camera and signage pad upgrades, accountability can be further enhanced with visitor images and signatures.

With digital documentation of gate traffic and by linking gate control to documentation compliance, **VVM improves safety, expedites visitor processing, and reflects favorably on the facility. It also supports flawless records and unparalleled accountability for vehicles passing through our clients' gates.**

CLIENT DOCUMENTS

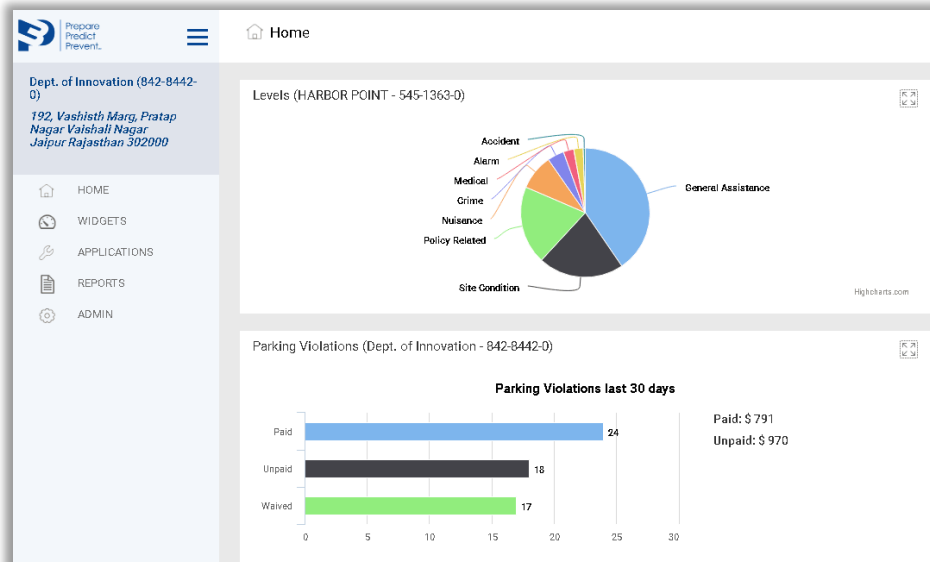
Many security companies in the industry have issues with security officers neglecting to fill out Daily Activity Reports or forgetting key components of their post orders due to not having consistent access to them other than in an office. Additionally, many companies throughout the United States are trying to "go green," and determine ways to replace paper documents with technology solutions.

AI/USA solves both issues by incorporating client-mandated reports and documents into P3 Mobile. In this way, security officers have constant access to the files they need, whenever they may need them. Officers can refresh themselves on their post orders, company policies, and standard operating procedures whenever they need to on their smart phones. They can be prompted to fill out necessary reports before the ends of their shifts in a way that's quick, easy, and environmentally-friendly.

P3 PORTAL

P3 Portal is a powerful security management dashboard that keeps our clients fully aware of the big picture and all the details of the entire security operation. Real-time information constantly streams into Portal from Mobile as well as from management-uploaded sources, such as: background screening, training and certification, overtime, retention, turnover, uniform compliance, security meetings, satisfaction surveys, tour results, incidents, post orders, and invoice accuracy. With centralized performance data, instant analysis, and around the clock access by Web, Android app, or mobile device, Portal delivers full disclosure to our clients; what's going on behind the scenes is front and center on the screen.

Our



streamlined design, mixed with sophisticated charts and graphs, makes viewing security operations simple. Personalization is easy; with a click of a button, clients can configure Portal's dashboard to show the locations and data they want to see. Clicking on reports and data points pulls up more detailed information.

Portal servers are secure and reliable. Data is encrypted, and a 2-step verification process ensures that the only individuals that can view a client's security operations are the client and the AI/USA management team working with them. We perform weekly internal and external scans as well as annual security audits by outside firms to ensure our servers and client information are always secure.

PRICING

AI/USA proposes the cost table below based on a 520 hours per week schedule.

In collaboration with HMD BID Management, over the **first 90-days of the security program** AI/USA will conduct an assessment of current operations. **AI/USA will propose cost-efficiencies and program effectiveness procedures** to ensure the HMD security program utilizes an optimal security posture.

PROPOSAL COST TABLE

Position	Wage Rate	Bill Rate	Estimated Weekly Cost*	Average Monthly Cost
Post Commander – Captain (40 HPW)	\$26.00	\$36.67	\$1,466.95	\$6,356.77
Supervisor II - Lieutenant (40 HPW)	\$21.00	\$29.88	\$1,195.04	\$5,178.52
Supervisor I - Sergeant (120 HPW)	\$19.00	\$27.16	\$2,172.56	\$9,414.44
Security Officers (360 HPW)	\$17.00	\$24.44	\$8,797.67	\$38,123.24
Five Android Communication and Reporting Device (phone) equipped with P3 Technologies			\$171.92	\$745.00
Five Bicycles for Bike Patrols			\$69.23	\$300.00
Total Estimated Cost*			\$13,873.38	\$60,117.97

*Based on a 520 HPW schedule

HEALTH INSURANCE

For transparency and realized cost savings to our clients, AI/USA does not include healthcare costs into their bill rates. Only should an officer elect to participate in our health insurance options will the HMD be billed. Our current election rate for officers is less than 20%.

Should the HMD need to have health insurance rates included in the bill rates for budgeting or board approval purposes, we can provide revised bill rates to include health insurance costs.

ANDREWS INTERNATIONAL (AI)/U.S. SECURITY ASSOCIATES (USA) PROPOSAL PRICING INCLUDES:

OFFICER BENEFITS

- Competitive Wage Rates
- 40 Hours of Paid Vacation for full-time employees

- Six (6) sick days for all officers
- Direct Deposit
- Recognition and Incentive Programs
- Uniforms at no cost to the employee

ACCOUNT MANAGEMENT

- Account Management
- 24-hour Field Supervision
- 24/7 Call Center
- Corporate Support
- Personnel Recruitment and Human Resources
- Comprehensive Personnel Background Investigation and Screening Procedures
- Workers' Compensation Insurance

TECHNOLOGY & EQUIPMENT

- Android Communication and Reporting Device (phone)
- Tour Positive, Security Information Systems, & Incident Management System Suite
- Customer Access to Technology Web Portal

SECURITY OPERATIONS

- At minimum, Sixteen (16) Hours of On-the-Job Training (Site-specific & Post-specific)
- At minimum, Four (4) Hours of Annual Refresher Training (Site-specific & Post-specific)
- Award-winning Training Program
- CPR/First Aid/AED Training
- Customer-service Training
- Coordination and Communication with BID Patrol and Local Law Enforcement

Notes to Pricing Bill Rates:

1. Overtime billing rates apply when AI/USA hourly personnel are in working over 8 hours per day or 40 hours per week. AI/USA shall not bill customer for circumstances where it needs to fill a pending open shift (E.g., vacation requests, sick call offs, etc.). Overtime Rates are 1.5x the Hourly Bill Rate.